Marketing Plan 2004-05

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Yukon Tourism Marketing: 2004/2005 Marketing Plan

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TOURISM MARKETING: Marketing Plan Overview

In FY 2004/05, the Department of Tourism and Culture will work with industry through the Yukon Tourism Marketing Partnership – Senior Marketing Committee to implement an aggressive marketing program that is highlighted by a strategic plan, brand strategy, product development strategy, collateral review, research strategy and new marketing programs.

This Tourism Marketing Plan serves as a blueprint for the FY 2004/05 marketing program, designed to deliver optimal economic benefit for the Yukon.

Tourism Yukon markets and promotes the Yukon as a year-round visitor destination, working in partnership with industry, provincial and territorial DMOs, corporate partners and the Canadian Tourism Commission.

Tourism Yukon's marketing will be industry-led, market-driven and research-based.

Industry-led

The YTMP Senior Marketing Committee will approve Tourism Yukon's Strategic Plan and Tourism Marketing Plan. The SMC and other industry members will provide leadership and direction for Tourism Yukon's marketing programs.

Market-driven

Tourism Yukon organizes its marketing programs based on geography, mode of travel and niche interest. Tourism Yukon works closely with the CTC and other trade partners to ensure that our programs are relevant to each target market. Tourism Yukon works in cooperation with the Tourism Industry Association of the Yukon to gather strategic market intelligence that supports the industry decision-making process.

Research-based

Tourism Yukon strives to conduct relevant and timely research while planning, executing and delivering marketing programs.

TOURISM MARKETING: 2004/2005 Marketing Calendar

JANUARY/FEBRUARY 2004

SMC	Review first draft: - 2004/2005 Tourism Marketing: Strategic Plan - 2004/2005 Tourism Marketing: Marketing Plan - Collateral Review Discussion Paper - 2002/2003 Conversion Study - 2004/2005 Product Development Plan
Mass Communications	- Stay Another Day and Gateway Marketing Plans prepared - On Yukon Time Guide production begins
Media/PR	- Hosting of Media FAM Tours from UK, Australia, Canada, and Taiwan (TV) - Review 2004/05 – 2006/07 Media Relations/PR Strategic Work Plan
Information Services	Review Official Yukon Highway Map
Research	2004 Visitor Exit Survey Consultation begins

MARCH/APRIL 2004

SMC	Review and approve: - 2004/2005 Tourism Marketing: Strategic Plan - 2004/2005 Tourism Marketing: Marketing Plan - 2004 Yukon Branding Program - 2004/2005 Product Development Plan - Collateral Review Discussion Paper - 2002/2003 Conversion Study
Mass Communications	Final documents prepared and implementation begins: - Tourism Marketing: Strategic Plan - Annual Tourism Marketing: Marketing Plan - 2004 Yukon Branding Program planning - Collateral Review Discussion paper - Develop Official Yukon Highway Map - Stay Another Day and Gateway Marketing programs - 2005 Yukon Vacation Guide/Planner production begins
Media/PR	- First draft of 2004/05 Media Relations/PR Plan, Media FAM Tour Policy, Media Contact Procedures for GSAs - 2003/04 Media Relations Program Final Report and Clipping Book for TIAY spring meeting: April 16-17 - Attend Canada Media Marketplace in Pasadena, CA: April 21-23. Introducing Derek Endress/WTAY to marketplace. Participating as a co-sponsor with NWT
Travel Trade	- Spotlight – London, England. March 8-10 - ITB – Berlin. March 12-16

TOURISM MARKETING: 2004/2005 Marketing Calendar

MARCH/APRIL 2004 (continued)

Key Meetings	TIAY Spring Meeting – April 15-17 Haines, Alaska Annual reports and plans are delivered: - 2004/2005 Tourism Marketing: Strategic Plan - 2004/2005 Tourism Marketing: Marketing Plan
Research	- 2004 Visitor Exit Survey consultation - 2004 Visitor Exit Survey questionnaire and methodology finalized

MAY/JUNE 2004

SMC	- Review of Advertising Plan 2004/2005 - Approval 2004/2005 Campaigns and Tactics
Mass Communications	- On Yukon Time Guide delivered - Reprint Official Yukon Highway Map delivered - Vacation Guide production
Media/PR	- Attend GoMedia Canada Marketplace in conjunction with Rendezvous Canada in Montreal. May 4-6 - Hosting of Media FAM Tours (includes Race the Rockies)
Travel Trade	Rendezvous Canada – Montreal. May 1-5
Information Services	- Visitor Reception Centre staff training (first week of May) - Visitor Reception Centres open – May 14
Research	- 2004 Visitor Exit Survey questionnaire testing, staff recruitment and training - Industry consultation on Fall Conversion Study - Visitor Exit Survey underway – June through September

JULY/AUGUST 2004

Mass Communications	- Development of first draft 2005/2006 Tourism Marketing: Strategic Plan - Vacation Guide production
Research	Visitor Exit Survey underway – June through September

SEPTEMBER/OCTOBER 2004

SMC	Approval Tourism Marketing: Strategic Plan 2005 – 2007
Mass Communications	- Development Tourism Marketing: Marketing Plan 2005/2006 - Winter advertising in market - Joint Yukon/Alaska plan developed - Tourism North plan developed

TOURISM MARKETING: 2004/2005 Marketing Calendar

SEPTEMBER/OCTOBER 2004 (continued)

Media/PR	Air Canada Media Luncheon: New York
Travel Trade	- Kanata Travel Show – Japan. October 18-22 - Showcase Canada – Asia (dates TBC)
Key Meetings	- ATIA – Alaska Travel Industry Association – Fairbanks. October 5-7 - TIAC – Tourism Industry Association of Canada – Whitehorse. Oct. 24-26 - CTC Board Meeting – Whitehorse. October 28-29 - TIAY – Fall Round Up – Whitehorse. October TBC
Research	- Conversion Study conducted on spring/summer travel to Yukon - End of season report prepared

NOVEMBER/DECEMBER 2004

SMC	- Approval Tourism Marketing: Marketing Plan 2005/2006 - Review and update other relevant strategies
Mass Communications	- Joint Yukon/Alaska plan finalized and implementation begins - Tourism North plan finalized and implementation begins - Campaign reports covering previous fall to spring delivered - Prepare for Annual Tourism Marketing: Marketing Plan - 2005 Spring/Summer Marketing Programs developed - CITAP Marketplace (location and dates TBC)
Media/PR	2004 Summer Media FAM Tour Report for TIAY Round-Up
Travel Trade	NTA Marketplace – Toronto. November 12-17
Research	- Conversion Study on spring/summer results and Situational Analysis delivered - End of season report delivered - Visitor Exit Survey data cleaned, edited and weighted - 2004 Visitor Exit Survey – special data runs available

JANUARY/FEBRUARY 2005

SMC	Approval 2005/2006 Advertising Plan, Campaigns and Tactics
Mass Communications	- Summer marketing programs delivered and implementation begins - Vacation Planner production begins
Media/PR	Media FAM Tours including a CTC Domestic Group Tour to Quest
Travel Trade	- Corroborree – Australia. January 12-21 - Spotlight – London, England (dates TBC) - ITB – Germany (dates TBC)
Research	Conversion Study on Fall/Winter marketing commences

MARCH/APRIL 2005

SMC	Program evaluation

MAY 2005

SMC	Program analysis and recommendations

TOURISM MARKETING : 2004/2005 Marketing Calendar

Senior Marketing Committee – Activity Summary and Timeline

MARCH 2004	Approval: - 2004 – 2007 Tourism Marketing: Strategic Plan - 2004/2005 Tourism Marketing: Marketing Plan - 2004 Yukon Branding Program - 2004/2005 Product Development Plan - Collateral Review Discussion Paper - 2002/2003 Conversion Study
MAY/JUNE	Advertising Plan 2004/2005 Approval 2004/2005 Campaigns and Tactics
SEPT/OCT	Approval of 2005 – 2008 Tourism Marketing: Strategic Plan
NOV/DEC	Approval of 2005/2006 Tourism Marketing: Marketing Plan Review and update other relevant strategies
JAN/FEB 2005	Approval 2005/2006 Advertising Plan, Campaigns and Tactics
MARCH 2005	Program Evaluation
MAY 2005	Program analysis and recommendations

IMPORTANT NOTES:

CAMPAIGN PLANS

The Tourism Marketing Plan will be supported by individual campaign plans that will be developed by the Agency. These campaign plans will specifically describe tactics, media sources, dates, performance measures, target inquiry rates and cooperative opportunities. The Agency will start building these plans immediately after approval of the Tourism Marketing Plan.

ADVERTISING PLAN

An Advertising Plan will accompany the Tourism Marketing Plan that details planned advertising activity for the entire Advertising Year (September 1st – August 31st). The Plan will include a blocking chart of advertising to be placed for all campaigns. The Plan will endeavour to include advertising deadlines and in-market dates for other key publications like Milepost, Community Map Guides, AlaskaYukon.com, Bell's guides, etc. This will make the industry aware of cooperative and other advertising opportunities.

TOURISM MARKETING: Implementation Process

Tourism Marketing
2004 – 2007 Strategic Plan

Details the overall vision, strategic goals, market planning, situational analysis, market priorities, strategic priorities and performance measures.

Tourism Marketing
2004/2005 Marketing Plan

Details annual marketing programs and initiatives to be implemented to meet the goals and address the strategic priorities set out in the Tourism Marketing Strategic Plan.

Marketing Programs, Campaigns and Initiatives

States the goals, objectives, tactics and performance measures for each program or initiative in the Tourism Marketing Plan.

Strategy: A plan of action.

Goal: A desirable future condition. What we want to achieve. A goal is broader than an objective, identifies desired overall achievements and is often not quantified.

Objective: Specific measurable targets, realistic, time-limited, enable accomplishment of a goal.

Tactics: A plan used to reach our objectives – activities and processes that enable the objective to be accomplished. Highly executional.

Performance Measures: Indicators that measure the accomplishment of tactics, objectives and ultimately goals.

2004 – 2007 MARKETING STRATEGY

Overall Strategies

- Grow tourism revenues through industry-led, market-driven and research-based marketing programs
- Expand the capacity of Yukon's tourism sector through product development, develop industry-approved standards, provide strategic market intelligence and create partnerships, networks and alliances
- Enhance Yukon Brand awareness
- Convert awareness to qualified inquiries
- Convert inquiries to visitation
- Encourage visitors to stay longer and spend more
- Enhance the return on investment for all marketing programs
- Clearly communicate strategies, plans, and marketing initiatives to Yukon industry stakeholders

Overall Goal

Increase total tourism revenue

Short-Term Goals – 2004

- Develop and implement Tourism Marketing: Strategic Plan
- Develop Yukon Brand Strategy and Implementation Framework
- Re-evaluate effectiveness of current objectives/strategies/tactics/collateral
- Develop and implement a new research strategy

Medium-Term Goals – 2005 – 2007

- Execute integrated brand campaign across all sectors
- Engage brand asset management protocol – imagery, icons
- Increase ROI from industry assets across all seasons
- Raise awareness in Yukoners that tourism is a key economic sector that will be critical to developing a long-term sustainable economy in the Yukon
- Earn higher customer satisfaction and loyalty

Long-Term Goals

- Position Yukon as the number one wilderness destination in North America
- Achieve awareness in our key target markets as the last pristine wilderness haven
- Create internal stakeholder ownership of Tourism development and marketing (importance of tourism role in long-term economic vision)
- Elevate Yukon as a destination of choice that meets and exceeds lifestyle expectations of potential visitors in our key target markets
- Earn high customer satisfaction and loyalty

TOURISM MARKETING: Summary of Programs and Goals

Program	Goals
NICHE MARKETING PROGRAMS	
• **Decade of Sport and Culture**	• By working with Yukon businesses, community groups and individuals, creatively plan ways to bring attention to the array of events, celebrations and activities that will engage Yukon people and attract participation from Canadian and international visitors and work with B.C. to explore opportunities to leverage awareness of the 2010 Olympics to promote the Yukon and the 2007 Canada Winter Games
• **Gateway Cities**	• Increase visitation from the Gateway Cities of Vancouver, Calgary and Edmonton
• **Specialty Niche Programs**	• Develop a niche marketing program that features and enhances small business opportunities and special niche segments
• **MC&IT – YCB** The MC&IT marketing program is delivered through a partnership and contribution agreement with the Yukon Convention Bureau (YCB). The YCB plans, develops and implements the MC&IT marketing program	• Increase the awareness of the Yukon as a meeting, convention and incentive travel destination within Canada and the US • Increase the overall number of meetings and events held in the Yukon
• **Adventure – WTAY** The North American Adventure marketing program is delivered through a partnership and contribution agreement with the Wilderness Tourism Association of the Yukon (WTAY). The WTAY plans, develops and implements the North American Adventure marketing program	• Expand recognition of the Yukon as a premier year-round wilderness destination by attaining partnerships to produce maximum coverage of the Yukon's wilderness tourism sector throughout the world • Develop Yukon Wild program partnership opportunities that leverage financial resources to assist wilderness tourism industry to obtain the critical mass necessary to effectively reach and impact target markets • Develop, integrate and implement an "Internet Communication Strategy" for Yukonwild.com
HIGHWAY PROGRAMS	
• **Yukon Scenic Drives**	• Develop a Yukon Scenic Drives program that focuses on the distinct and unique driving experiences to and through the Yukon, cultural corridors and other transportation routes which will enhance the visitor experience
• **Joint Yukon/Alaska**	• Increase fly-drive and rubber tire visitation to the Yukon • Generate awareness and longer Yukon stays for visitors who have already decided to visit Alaska • Maintain a vibrant marketing partnership with Alaska
• **Stay Another Day**	• Encourage visitors that are travelling to or in the Yukon to stay longer and spend more • Build pride of place in Yukoners and encourage them to explore the Yukon
• **Tourism North**	• Increase the number of highway travellers who travel through B.C. and Alberta on their way to Yukon and

TOURISM MARKETING: Summary of Programs and Goals

Program	Goals
MARKETING INITIATIVES	
• Partnerships	• Develop partnerships with companies and organizations where there is an opportunity to associate their products and services with the Yukon Brand • Develop partnerships with Yukon businesses and organizations to enhance the impact and effectiveness of Yukon marketing initiatives
• Travel Trade	• Expand Yukon products and packages carried by the international travel trade
• Internet – E-Marketing	• Deliver Internet and E-marketing initiatives that meet or exceed consumer expectations
• Collateral	• Develop and deliver high-quality collateral materials that enhance awareness of the Yukon, advance the visit Yukon decision, extend the planned length of stay and increase spending in the Yukon
• Media and Public Relations	• Expand global recognition of the Yukon as a premier all-season travel destination by attaining maximum unpaid media coverage throughout the world • Generate maximum economic and promotional benefits for Yukon tourism stakeholders by directing optimum, collective resources in a targeted, cost-effective manner • Communicate with key government, industry, and media stakeholders in an effective and timely manner • Optimize technology and Internet assets
• Visitor Information Services	• The Yukon Visitor Reception Centres (VRCs) will provide visitors with high-quality information about everything there is to see and do in the Yukon • Encourage visitors to stay longer and spend more in the Yukon • Add value to the visitor experience through the Yukon Visitor Reception Centre • Fulfill visitor inquiries in a timely and cost-effective manner that meets the needs of the consumer
PRODUCT DEVELOPMENT	• Improve the quality of Yukon's tourism products to maximize visitor satisfaction • Grow year-round destination tourism in each region • Grow products to meet emerging and existing niche market demand

TOURISM MARKETING: Summary of Programs and Goals

Program	Goals
STRATEGIC INITIATIVES	
• Yukon Branding Program	• Clearly define and position the Yukon brand through development and delivery of a Destination Yukon Branding Program
• National Tourism Strategy	• Implement coordinated actions and programs that take into consideration the life cycles of destinations, specific needs of the provinces and territories and Aboriginal peoples
• Air Access	• Strive to maintain and enhance inbound and outbound air services that meet Yukon market demand
• Customer Relationship Marketing	• Develop a customer relationship program that responds to the lifestyle expectations of potential Yukon visitors
RESEARCH	• Raise the level of industry awareness of available research information and its value and potential uses • Provide industry and government with relevant, accurate, timely information • Ensure that government and industry's promotional efforts are efficient and effective • Ensure that Yukon's tourism product evolves to meet market demand

MARKETING PLAN: NICHE MARKETING PROGRAMS – Decade of Sport and Culture

GOAL: By working with Yukon businesses, community groups and individuals, creatively plan ways to bring attention to the array of events, celebrations and activities that will engage Yukon people and attract participation from Canadian and international visitors

OBJECTIVES:

- Create awareness of Brand Yukon as a sport and culture destination
- Support the development and enhancement of cultural activities across the Yukon
- Maximize the benefits that the 2007 Canada Winter Games and the 2010 Winter Olympics can provide to Yukon communities
- Partner with B.C. to jointly market the 2007 Canada Winter Games and the 2010 Olympics

TACTICS:

- Media and PR Campaign promoting 2007 Canada Winter Games
- Determine current and desired cultural activities in communities across the Yukon that may benefit from the Games
- Develop a marketing plan to support desired cultural activities
- Promote Brand Yukon at industry events specifically geared to sport and culture
- To work with the Yukon Convention Bureau and the Yukon Sport Community to attract pre- and post-Games sporting events that bring visitors to the Yukon
- Explore opportunities with British Columbia to leverage awareness of the 2010 Olympic Games to promote the Yukon and the 2007 Canada Winter Games
- Work with the Yukon Convention Bureau to secure national and regional sporting events

PERFORMANCE MEASURES:

- Value of media coverage generated by Media and PR program
- Number of sporting and cultural events planned
- Joint agreements with British Columbia
- The number of Yukoners participating in test events, cultural activities, or volunteering for the 2007 Canada Winter Games
- Success in securing national and regional, pre- and post-sporting events

MARKETING PLAN: NICHE MARKETING PROGRAMS – Gateway Cities

GOAL: Increase visitation from the Gateway Cities of Vancouver, Calgary and Edmonton

OBJECTIVES:

- Deliver a consistent multi-year integrated marketing campaign
- Maximize partnerships, increase awareness, impact and reach
- Target market segments that provide the highest yield
- Work with the Yukon Convention Bureau to promote MC&IT and sport and culture opportunities
- Increase the quantity of commissionable Yukon product available to travel agents

TACTICS:

- Conduct research to determine the demographic profile of who is visiting the Yukon from these markets
- Leverage partnership investments in the marketing campaigns
- Travel agent training
- Yukon-themed events hosted in high-traffic shopping centres and special events in the Gateway Cities (e.g. West Edmonton Mall, Calgary Stampede)

PERFORMANCE MEASURES:

- Number of leads generated and conversion of leads to visits
- Market value of media generated
- Value of partnership investments
- Deliver visitor demographic research project
- Number of travel agent training seminars delivered
- Number of consumer and trade shows attended
- MC&IT member feedback about tradeshows and sales calls and the quality of leads generated
- Number of MC&IT Requests for Proposal and events secured

MARKETING PLAN: NICHE MARKETING PROGRAMS – Specialty Niche Programs

GOAL: To develop a niche marketing program that features and enhances small business opportunities and special niche segments

OBJECTIVES:

- To increase the tourism revenues generated by First Nations, Learning and Study Tour products
- Maintain and grow outdoor adventure events (e.g. Fulda Challenge, Arctic Ultra, Yukon Quest, World Sprint Dog Championships)
- Enhance awareness of Yukon niche markets – learning tourism, cultural tourism, hunting, fishing, bird watching, etc.
- Grow winter tourism

TACTICS:

- Cooperative activities in partnership with organizations promoting niche activities (First Nations, hunting, fishing, etc.)
- North 2 Knowledge Learning Travel Product Club
- Advertisements in niche publications that appeal to specific niche activities
- Partnerships with outdoor adventure events
- Media and PR program
- Winter marketing campaign

PERFORMANCE MEASURES:

- Number of niche market inquiries generated and conversion of leads to visits
- Revenue generated by niche market products
- Value of media generated
- Financial and other support delivered to outdoor adventure events
- Participation numbers per event

MARKETING PLAN: NICHE MARKETING PROGRAMS – MC&IT – Yukon Convention Bureau

GOAL: To increase the awareness of the Yukon as a meeting, convention and incentive travel destination within Canada and the US

OBJECTIVES:

- Raise awareness of the economic benefits of holding meetings in the Yukon for prospective planners
- Increase Brand Yukon awareness in Gateway Cities of Vancouver, Calgary and Edmonton
- Increase the number of MC&IT leads generated
- Educate planners about the Yukon
- Raise awareness of the economic benefits to Yukon communities of holding meetings in the Yukon
- Increase presence in Gateway Cities of Vancouver, Calgary and Edmonton
- Recognize the contributions of companies and organizations that have attracted a meeting or convention to the Yukon

TACTICS: As outlined in the YCB Marketing Plan

- Maintain the Local (YUKON) Hero Program and expand to recognize outstanding suppliers
- Attendance at local (YUKON) trade shows and key industry functions such as Business after Hours or Lion's Trade Show
- Produce a YCB e-Newsletter and distribution via World Wide Web
- YCB presence at the tradeshows, such as MPI, particularly in the Gateway Cities
- YCB presence at key industry functions, such as MPI
- Promote tradeshow and sales mission opportunities to YCB membership – buy-in is encouraged to provide a cross-section of Yukon products
- Quarterly meeting for networking and education
- YCB to host a FAM for local (YUKON) meeting/event planners called the Red Carpet Tour (once annually)
- YCB to host a FAM for local (YUKON) franchise owners (once annually)
- Print advertising in local (YUKON) media publications and internal government communication pieces, local (YUKON) business-focused publications
- Radio advertisements – use of "Yukon. A natural meeting place." jingle year-round
- Growth of partnerships with Yukon tourism industry groups such as TIA, WTAY and YTFN
- Personal sales calls to all local government, First Nation, corporate offices (five meetings per month)
- Press releases to local radio stations and newspapers pertaining to unique events or large conventions secured for the Yukon – as required
- Develop "piggyback and co-operative" marketing programs specific to MC&IT
- Ongoing membership maintenance and support – daily communication of RFPs, planner requests
- Cold calls to each targeted sector on a weekly basis – association, government, corporate, incentive travel
- YCB to host three FAMs annually – targeted by sector (i.e. association/government, MC&IT, and sport/culture)
- Print advertising in industry publications such as the CMC Directory
- Educate meeting planners on the following items:
  - The advantages of registering their meeting and events with the YCB
  - How to get to the Yukon – air and ground access
  - Distinct products and services offered in the Yukon and by which community
  - Overcome negative perceptions of Yukon (i.e. winter is dark 24/7, large bugs, etc.)
  - How Yukon is a cost-effective alternative to larger centres
  - Geography of Yukon and the proximity of Yukon communities
- Distribution of leads from each tradeshow to the members participating in each show
- YCB to co-ordinate sales missions two times annually – Spring in Calgary, and Fall in Ottawa

MARKETING PLAN: NICHE MARKETING PROGRAMS – MC&IT – Yukon Convention Bureau

PERFORMANCE MEASURES:

- Global Measurement – survey YCB membership for feedback about quality of leads generated
- Number of meetings generated annually – year-on-year comparison
- Amount of Yukon participation in FAM program, tradeshow program, and sales mission program as outlined in YCB's marketing plan
- Written documentation/feedback from the show and sales missions regarding the overall quality of the show, planners at the show, booth placement and things to remember for next year (debrief)
- Number of local (YUKON) Hero program awards presented annually – goal is 50 for 2003
- Number of meetings generated on the local (YUKON) level
- Local participation in Red Carpet FAM Tour and Franchise FAM Tour – buy-in from local businesses
- The number of planners that participate in YCB FAM tours – goal is 8 – 10 per FAM
- Conversion of leads directly from participation in the FAM program by YCB and the membership
- Feedback from planners about the quality of products and services offered by the Yukon
- YCB member buy-in at tradeshows (i.e. support to attend the shows)
- Number of Requests for Proposals or requests for new bids (RFPs)

MARKETING PLAN: NICHE MARKETING PROGRAMS – MC&IT – Yukon Convention Bureau

GOAL: To increase the overall number of meetings and events held in the Yukon

OBJECTIVES:

- Provide an opportunity for prospective planners to experience the Yukon products and services hands-on
- Provide an opportunity for YCB members to meet prospective planners and build a relationship face to face
- Support YCB members in the promotion of their products and services
- Increase Yukon Brand awareness in the marketplace
- Learn of industry trends as they are emerging in the marketplace directly from the planner
- Educate planners about the Yukon
- To foster the one-on-one connection with the client in the MC&IT, Sport and Cultural sectors
- Build Yukon Brand awareness

TACTICS: (As outlined in the YCB Marketing Plan)

- Hosting FAMs which are specific to a sector (i.e. association specific, providing members the opportunity to target specific sectors and showcase the appropriate product or services – twice annually – one in the Spring and one in the Fall)
- YCB presence at industry events such as MPI
- YCB presence at the tradeshows and sales missions as outlined in YCB Marketing Plan
- Networking opportunity with FAM participants for members who support the FAM with products or services
- Host site inspections for qualified clients who have selected Yukon as a possible destination and need to visit to finalize details – three to five times annually
- Hosting sales missions which are specific to a sector – twice per year – one Spring, one Fall
- Hosting a FAM specific to sport tourism in support of the 2007 Canada Winter Games test events
- Promotion of FAM and site inspection opportunities to YCB membership – buy-in is encouraged to provide a cross-section of Yukon product
- Educate meeting planners on the following items:
  - The advantages of registering their meeting and events with the YCB
  - How to get to the Yukon – air and ground transportation
  - Distinct products and services offered in the Yukon and by which community
  - Overcoming negative perceptions of Yukon (i.e. winter is dark 24/7, large bugs etc.)
  - Yukon communities and geography, proximity from one another
  - Experience the Yukon first-hand and learn how their guests will be treated on-site
  - Why the Yukon is a cost-effective alternative to larger centres

PERFORMANCE MEASURES:

- The number of planners that participate in YCB FAM tours – goal is eight to 10 per FAM
- Conversion of leads directly from participation in the FAM program by YCB and the membership
- YCB member participation in the FAM program (i.e. support for the program)
- Feedback from planners about the quality of products and services offered by the Yukon
- The number of leads generated directly from attendance at tradeshows – year-on-year comparison
- YCB member buy-in at tradeshows (i.e. support to attend the shows)
- YCB member feedback about tradeshows and sales calls and the quality of leads generated
- Number of Requests for Proposals or requests for new bids (RFPs)
- YCB member participation in the sales call program – number of Yukon representatives
- Additional number of leads generated as a result of the FAM

MARKETING PLAN: NICHE MARKETING PROGRAMS – Adventure – WTAY

GOAL: Expand recognition of the Yukon as a premier year-round wilderness destination by attaining partnerships to produce maximum coverage of the Yukon's wilderness tourism sector throughout the world

OBJECTIVES:

- Raise the awareness of the Yukon Wild Program to enhance its credibility within all stakeholder and customer groups
- Maintain a balanced and market driven approach to allocate niche product/segment marketing investments
- Leverage the Yukon's cultural uniqueness and pristine wilderness to niche media programs and outlets throughout Canada, USA, UK, Australia and sections of Europe

TACTICS:

- Produce and distribute an annual "Yukon Wild Media Report" that outlines program goals, successes, and contains a key stakeholder review to assess Yukon Wild partner and industry needs and its evaluation/perception of the Yukon Wild Program
- In consultation with Yukon Wild marketing committee, Yukon Wild partners and industry, develop criteria and guidelines for partnership and resource allocation including buyers shows, media marketplace attendance and FAM tours, and adventure photo and video image protocols

PERFORMANCE MEASURES:

- Report to WTAY, Yukon Wild partners and industry associates on an annual basis regarding media, consumer and wholesaler activities, successes, YukonWild.com Web site reporting and ROI

MARKETING PLAN: NICHE MARKETING PROGRAMS – Adventure – WTAY

GOAL: Develop Yukon Wild program partnership opportunities that leverage financial resources to assist wilderness tourism industry to obtain the critical mass necessary to effectively reach and impact target markets

OBJECTIVES:

- Offer program opportunities and economic benefits to Yukon stakeholders
- Build and improve upon existing stakeholder relationships and partnerships while identifying and cultivating a new cooperative partnership with media
- Work in cooperation with Tourism Yukon to inform Yukon industry of partnership opportunities

TACTICS:

- Raise the profile of Yukon Wild
- Develop a program to recognize Yukon Wild partners, stakeholder contributions and achievements
- Actively seek and pursue opportunities that enhance the development of partnerships with domestic and charter airlines, private sector agencies, and non-traditional partners
- Utilize technology to develop and integrate a high-quality customer and inquiry database, Web site information and industry resources that enhance internal operations and increase access/usage by media and industry stakeholders

PERFORMANCE MEASURES:

- Level of partnership investment in Yukon Wild program
- Value of marketing contributions from other stakeholders and partners (e.g. Canadian Tourism Commission [CTC])

MARKETING PLAN: NICHE MARKETING PROGRAMS – Adventure – WTAY

GOAL: Develop, integrate and implement an "Internet Communication Strategy" for Yukonwild.com

OBJECTIVES:

- Internet Communications Strategy will act as the guiding document for the investment of resources in the Internet that supports WTAY's marketing program

TACTICS:

- Develop and deliver an "Internet Communication Strategy"
- Conduct an annual review to assess the impact that activities may have had on Yukon Wild over the course of a year and, if required, modify components of the Strategy accordingly

PERFORMANCE MEASURES:

- Deliver an Internet Communications Strategy
- Deliver quarterly and annually

MARKETING PLAN: HIGHWAY PROGRAMS – Yukon Scenic Drives

GOAL: Develop a Yukon Scenic Drives program that focuses on the distinct and unique driving experiences to and through the Yukon, cultural corridors and other transportation routes which will enhance the visitor experience

OBJECTIVES:

- To grow visitation and extend the time visitors spend in the Yukon
- More revenue for existing businesses to upgrade standards and improve services
- More new tourism businesses offering wider range of services
- More jobs with an enhanced skill base
- To stimulate product development in the corridors

TACTICS:

- Develop a plan to maximize the assets and infrastructure involving all relevant government departments and industry
- Make infrastructure improvements as funds are available
- Create and implement a public relations campaign for local communities so they know the benefits of the initiative and buy into them
- Build an asset sheet for the Alaska and Dempster highways
- Work with British Columbia and Alaska (and Northwest Territories for the Dempster) to coordinate marketing
- Work with Northern BC and the State of Alaska to develop the Alaska Highway scenic drive
- Partner with the stakeholders in activities celebrating the 25th Anniversary of the Dempster Highway
- Participate in the Alaska Highway International Forum in September 2004
- Explore special highway designations and themed signage
- Incorporate Yukon Branding into all marketing material, partnerships, and other assets in the scenic drive corridors

PERFORMANCE MEASURES:

- Community consultations completed
- Delivery of plan to maximize assets and infrastructure
- Development and delivery of product inventory report
- Product and infrastructure improvements quantified and incorporated in promotional materials and marketing campaigns
- Benchmark current visitation and set targets for future years
- Value of marketing investments in support of the 25th Anniversary of the Dempster Highway
- Visitation and tourism revenues generated through the 25th Anniversary of the Dempster Highway

MARKETING PLAN: HIGHWAY PROGRAMS – Joint Yukon/Alaska

GOAL: Increase fly-drive and rubber tire visitation to the Yukon

OBJECTIVES:

- Generate 20,000 new leads through the delivery of the U.S. and Canadian advertising program
- Convert 15% of inquiries to visitation

TACTICS:

- U.S. advertising program led by Alaska
- Canadian marketing program led by Yukon
- Full-page ad in Alaska Vacation Planner

PERFORMANCE MEASURES:

- Number of new leads generated
- Conversion of leads to visitation

GOAL: Generate awareness and longer Yukon stays for visitors who have already decided to visit Alaska

OBJECTIVES:

- Deliver Yukon planning information to Alaska-bound travellers, prior to departure
- Encourage potential visitors who have already decided to visit Alaska to spend more time in the Yukon

TACTICS:

- Delivery of Yukon planning information to 110,000 Alaska names generated by the Alaska marketing program

PERFORMANCE MEASURES:

- 2004 Visitor Exit Survey length of stay/spending results
- Number of visitors travelling to the Yukon

MARKETING PLAN: HIGHWAY PROGRAMS – Joint Yukon/Alaska

GOAL: To maintain a vibrant marketing partnership with Alaska

OBJECTIVES:

- To maintain access to the 110,000 Alaskan leads
- To leverage awareness of Alaska into Yukon visitation

TACTICS:

- Joint Yukon/Alaska program
- Participation in ATIA Marketing meetings and events

PERFORMANCE MEASURES:

- Ongoing partnership programs

MARKETING PLAN: HIGHWAY PROGRAM – Stay Another Day

GOAL: Encourage visitors that are travelling to or in the Yukon to stay longer and spend more

OBJECTIVES:

- Increase visitation to all Yukon regions and attractions
- Increase the use of Yukon Visitor Reception Centres

TACTICS:

- 2004 On Yukon Time Guide and Adventure Contest
- Advertising in travel planning publications, community guides, regional guides and other targeted publications
- On Yukon Time Calendar of Events
- Blast FAX of events to hotels, motels, RV parks in each community
- Develop and install "On Yukon Time" information boards in strategic locations in each community (could include information centres, RV parks, etc.)
- Arts on Yukon Time
- Cultural programs (e.g. RAIYA)
- Partnership programs (e.g. culture and history of the Yukon SAD program coordinated and delivered through MacBride Museum and Yukon College)

PERFORMANCE MEASURES:

- Length of stay and spending
- Visitor satisfaction measured through the 2004 Visitor Exit Survey
- Visitor Reception Centre visitation
- Number of entries in the Yukon Adventure Contest

GOAL: Build pride of place in Yukoners and encourage them to explore the Yukon

OBJECTIVES:

- Instill pride of place in Yukoners and tell people about it (ambassadors)
- Increase regional travel by Yukoners
- Increase participation in Yukon festivals and events
- Increase attendance at Yukon attractions

TACTICS:

- 2004 On Yukon Time Guide and Adventure Contest
- Partnership programs that profile Yukon culture, personalities and special places
- Work with Yukon organizations to deliver On Yukon Time themed events
- Partner with Yukon communities to develop programs that entice visitors to experience the unique features in their region
- On Yukon Time banner program

PERFORMANCE MEASURES:

- Number of Yukon entries to the Yukon Adventure Contest
- Number of artists participating and studio visits delivered by Arts on Yukon Time
- Number of new partnership programs and special events delivered

MARKETING PLAN: HIGHWAY PROGRAMS – Tourism North

GOAL: Increase the number of highway travellers who travel through B.C. and Alberta on their way to Yukon and Alaska

OBJECTIVES:

- Generate awareness of the drive North experience to Yukon and Alaska
- Generate 40,000 new qualified leads
- Maintain a cooperative marketing partnership among Alaska, Yukon, Alberta and British Columbia

TACTICS:

- North to Alaska guide and secondary response card
- Direct mail
- Opt-in email
- Media and public relations
- Consumer and trade shows
- North to Alaska Web site

PERFORMANCE MEASURES:

- Number of new, qualified leads generated and conversion of leads to visits
- Value of media exposure
- Level of partnership investment

MARKETING PLAN: MARKETING INITIATIVES – Partnerships

GOAL: Develop partnerships with companies and organizations where there is an opportunity to associate their products and services with the Yukon Brand

OBJECTIVES:

- Generate qualified visitor inquiries through partnership promotions
- Continue the Columbia/Sorel partnership
- Secure a major auto manufacturer partnership
- Develop online partnerships with companies such as Travelocity and/or major portals such as AOL and Google
- Leverage investments in cash, in-kind and through association that builds awareness of the Yukon Brand
- Continue participation in relevant CTC programs

TACTICS:

- Partnership promotions, contests and events
- 2004 Columbia/Sorel summer FAM tour
- Development of 2004/2005 Columbia/Sorel promotions
- Pursuit of CTC partnerships in key target markets
- Pursuit of auto manufacturer and online partnerships

PERFORMANCE MEASURES:

- Number of inquiries and visitors generated by partnership programs
- Successful continuation of the Columbia partnership
- Value of direct and in-direct investments and value
- Success in developing a vehicle and an online partnership

GOAL: Develop partnerships with Yukon businesses and organizations to enhance the impact and effectiveness of Yukon marketing initiatives

OBJECTIVES:

- Build equity in the Yukon Brand through partnership leveraging
- Extend the Yukon Brand through association with Yukon companies and products

TACTICS:

- Brand Yukon strategy development and implementation
- Update the Logo Standards and Visual Identity Program to support marketing and other programs
- Licensing program that will provide criteria for utilizing appropriate Yukon logos, marks and identifiers
- Cooperative marketing program

PERFORMANCE MEASURES:

- Deliver an updated Logo Standards and Visual Identity Program and guide
- Development of a Brand Licensing Program
- Value of partnership investments in co-branding initiatives
- Number of Yukon partners incorporating and aligning their marketing activities with the Brand Yukon Program

MARKETING PLAN: MARKETING INITIATIVES – Travel Trade

GOAL: Expand Yukon products and packages carried by the international travel trade

OBJECTIVES:

- Build awareness of the Yukon as a year-round travel destination with the travel trade and trade media
- Increase and diversify the number and type of Yukon product carried by travel trade
- Educate travel agents about Yukon and Yukon product
- Develop non-traditional partnerships to further promote product sales to the trade

TACTICS:

- Build winter product in German-speaking Europe
- In addition to aurora viewing, focus on building fall colour combined with aurora viewing product with travel trade in Japan
- Continue to work with the CTC and other industry partners to develop our target markets
- General Sales Agents (GSA) representation in Germany and the UK (representing UK, Netherlands, France and Italy) ensures continuous delivery of our European marketing plans and provides Yukon and its industry partners with access to the market and market intelligence
- Continue to work with CTC in our key markets and particularly in markets where the Yukon does not have representation
- Leveraged co-operative marketing initiatives with traditional and non-traditional partners including consumer promotions (i.e. support the travel trade with their consumer-oriented promotions)
- Travel trade familiarization tours and product development tours as well as support in vetting media visits
- Participation in CTC Canada Specialist Programs in overseas markets such as Europe and Australia/ New Zealand
- Provide leads to suppliers and counsel suppliers on product/market match and on marketing programs
- Maintain two trade-focused Web sites: www.yukontraveltrade.com; www.yukonjapan.com
- Explore the potential for the Yukon to become a destination for the U.S. luxury market by hosting a FAM tour with U.S. industry leaders and specialists to assess this potential
- Meet the travel trade through sales calls, CTC and other roadshows, and at travel trade marketplaces and shows including the following:

Kanata Marketplace – Japan, October

Showcase Canada – Asia, October

National Tour Association (NTA), November

WTM (World Travel Market) – London, UK, November

American Bus Association (ABA), January

CITAP Asia/Pacific Market Update Seminar Marketplace – Vancouver, December

Canada Corroboree – Australia, January

Spotlight Canada – UK, March

International Travel Bourse (ITB) – Berlin, Germany, March

Rendezvous Canada (RVC), May

MARKETING PLAN: MARKETING INITIATIVES – Travel Trade

PERFORMANCE MEASURES:

- Number of contacts with existing and new tour operators at trade shows
- Updates and reports received from tour wholesalers and tour operators and analysis of the amount of product carried by tour wholesalers and tour operators and value of co-op marketing programs
- Participation by travel agents in the Canada Specialist Program
- Analyses of co-op marketing activities with non-traditional partners

MARKETING PLAN: MARKETING INITIATIVES – Internet – E-Marketing

GOAL: Deliver Internet and E-marketing initiatives that meet or exceed consumer expectations

OBJECTIVES:

- Ensure that **www.touryukon.com** meets visitor expectations in respect to ease of use and access to trip-planning information
- Deliver competitive and effective E-marketing programs targeted at appropriate markets
- Move towards more comprehensive fulfillment of information through Internet and E-marketing

TACTICS:

- Web site-optimization program
- Pay-per-visit opportunities
- Priority seeding with travel sites
- Statistical monitoring and evaluation
- Ongoing maintenance and updates
- Focus Testing and Usability Testing
- Competitive Web site Analysis

PERFORMANCE MEASURES:

- Number of unique visits to touryukon.com
- Focus Testing and customer satisfaction surveys of site performance
- Length of visit to **www.touryukon.com**
- Number of Internet/E-marketing campaigns delivered

MARKETING PLAN: MARKETING INITIATIVES – Collateral

GOAL: Develop and deliver high-quality collateral materials that enhance awareness of the Yukon, advance the visit Yukon decision, extend the planned length of stay and increase spending in the Yukon

OBJECTIVES:

- Enhance awareness and active interest in the Yukon
- Motivate those who have an active interest in the Yukon to begin planning their trip (high potentials)
- Convert high potentials to visitors to the Yukon
- Encourage visitors to stay longer and spend more in the Yukon
- Support the Yukon Branding Program

TACTICS:

- Development of Yukon lure piece with a secondary response card
- Merge the On Yukon Time Guide and Yukon Vacation Guide to one planning tool – Yukon Vacation Planner
- Update the Official Yukon Highway Map
- Explore development of niche market CD-ROM planning tool
- Update and reproduce the Winter Collateral piece and media handbook

PERFORMANCE MEASURES:

- Focus test visitor satisfaction with planning materials
- Number of secondary responses received
- Visitor length of stay and spending attributable to collateral materials delivered

MARKETING PLAN: MARKETING INITIATIVES – Media and Public Relations

GOAL: Expand global recognition of the Yukon as a premier, all-season travel destination by attaining maximum unpaid media coverage throughout the world

OBJECTIVES:

- Increase the quality and quantity of unpaid editorial coverage of the Yukon in key consumer/lifestyle print and electronic media outlets located in priority markets
- Enhance consumer and trade awareness of the Yukon as a winter destination through increased promotion and coverage of events and high-yield outdoor product
- Increase unpaid media coverage in priority markets; expand media reach to emerging and new markets; and develop non-traditional partnerships through the promotion of events, and specialized niche market and experiential travel products
- Direct a balanced portfolio of program activities and initiatives that support core marketing programs and assist in the development and promotion of new product/themes
- Build program/Yukon Brand loyalty among key mass media in strategic geographic and market sectors

TACTICS:

- Establish new media contacts and strengthen existing relationships with key North American media decision-makers
- Establish and cultivate relationships with a wide array of specialized niche media
- Pursue lifestyle/travel TV shows/productions that are broadcast in the Yukon's investment markets
- Leverage the Yukon's cultural uniqueness and pristine wilderness to niche media outlets throughout the world
- Invest in narrowly targeted promotional niches, outside the scope of the mass media used in the geographic marketing programs
- Produce and distribute timely feature articles to established media contacts in strategic markets
- Proactively seek return visits from top-producing journalists
- Evaluate and prioritize all media visit requests
- Provide opportunities, information, and expertise to facilitate perfect matches of product suppliers/stakeholders to appropriate media
- Create a bank of editorial copy, story lines, b-roll, and backgrounders
- Attend strategic market media events such as Canada Media Marketplace (April/Pasadena) and GoCanada Media Marketplace (May/Montreal)
- Develop a cooperative partnership with the WTAY and CTC to host overseas and North American media fam tours to promote and position high yield niche product in targeted markets
- In partnership with industry, the CTC, and key stakeholders host media FAM tours that generate destination awareness of the Yukon throughout its investment markets
- Partner with CTC Domestic in the hosting of a 2005 Yukon Quest/winter group media visit
- Match niche/product theme/activity to niche media to attain focused coverage to reach experientially motivated travel audiences
- Support co-operative industry efforts to explore the development of emerging markets and cultural tourism/niche product sectors
- Utilize icon events (national and international in scope) such as the 2007 Canada Winter Games
- Position the Yukon as an eco-tourism destination

MARKETING PLAN: MARKETING INITIATIVES – Media and Public Relations

PERFORMANCE MEASURES:

- Deliver a 25 to 1 ROI on the generation of unpaid media coverage
- Generate $4 million of advertising equivalency in editorial coverage in priority geographic and sector markets
- Generate $1 million of advertising equivalency in emerging geographic and niche markets
- Host/coordinate a minimum of 20 media visits that originate from the Yukon's investment markets and/or focus on high-yield niche product (adventure) or touring product (destination awareness)
- Host/coordinate at least five media FAM tours that originate from new or emerging markets and/or focus on cultural/specialty niche/experiential product
- Evaluate market and market segment performance, and level of industry support to determine investment potential
- Measure industry partnership participation and program support
- Evaluate key program components (media FAM tours, production and distribution of editorial copy and feature stories, etc.) to determine ROI and cost/benefit analysis
- Track and evaluate the quantity, quality and placement of feature articles produced by hosted journalists
- Record all media requests and fulfillment provided to track and evaluate potential coverage
- Provide "proof of performance" and evaluation of ROI to participating partners

MARKETING PLAN: MARKETING INITIATIVES – Media and Public Relations

GOAL: Generate maximum economic and promotional benefits for Yukon tourism stakeholders by directing optimum, collective resources in a targeted, cost-effective manner

OBJECTIVES:

- Develop unpaid media partnership opportunities that leverage financial resources to assist industry to obtain the critical mass necessary to effectively reach and impact target markets
- Offer program opportunities and economic benefits equitably amongst Yukon stakeholders
- Coordinate internal marketing program/campaign PR initiatives to ensure coherence of efforts and to maximize resources
- Strengthen existing relationships with the CTC's North American media staff and PR agencies to increase promotional and partnership opportunities for the Yukon
- Increase the leveraging of the Media Program resources through industry and private sector strategic partnerships
- Build and improve upon existing stakeholder relationships and partnerships while identifying and cultivating new cooperative partnership alliances

TACTICS:

- Develop a program to recognize stakeholder contributions
- Establish and maintain strategic relationships with key industry groups and associations
- Provide opportunities, information, and expertise to facilitate perfect matches of product suppliers/stakeholders to appropriate media
- Develop a cooperative partnership with the WTAY and CTC to host overseas and North American media FAM tours to promote and position high-yield niche product in targeted markets
- Partner with the CTC in support of Gomediacanada media relations program initiatives
- In consultation with industry, re-visit the 2001 Media FAM Tours Policy to amend and update Media Relations Program partnership criteria and guidelines
- Work in cooperation with Yukon tourism industry associations to inform industry members of partnership opportunities
- Actively seek and pursue PR/promotions opportunities that enhance the development of partnerships with domestic and charter airlines, private sector PR agencies, and the non-traditional sector

PERFORMANCE MEASURES:

- Stakeholder satisfaction
- Measure industry partnership participation by number of partners
- Measure industry program support by dollar amounts of partner funding and value of "in-kind" contributions
- Provide "proof of performance" and evaluation of ROI to participating partners
- Deliver a "partnership criteria and guidelines" document
- Track and evaluate CTC partnership and unpaid media coverage opportunities

MARKETING PLAN: MARKETING INITIATIVES – Media and Public Relations

GOAL: Communicate with key government, industry, and media stakeholders in an effective and timely manner

OBJECTIVES:

- Raise the awareness of the Media Relations Program to enhance its credibility within all stakeholder groups
- Develop and implement a communications plan that raises the profile of the Media Relations Program and provides it with the necessary tools to establish and maintain contact with all key stakeholders and with the ability to positively influence stakeholder buy-in while creating media loyalty
- Strengthen existing relationships with the CTC's North American media staff and PR agencies to increase promotional and partnership opportunities for the Yukon
- Improve communications with the Yukon's overseas GSAs and build relationships with CTC overseas media staff and PR agencies to enhance the solicitation and fulfillment of qualified media FAM tours

TACTICS:

- Attend Canada Media Marketplace and participate as a co-sponsor with NWT
- Represent the interests of the Yukon by sitting on the CTC's National Working Group (domestic media relations)
- Establish and maintain strategic relationships with key industry groups and associations
- Provide opportunities, information, and expertise to facilitate perfect matches of product suppliers/stakeholders to appropriate media
- Produce and distribute a "Media Relations Program" brochure that outlines program goals, successes, and contains a key stakeholder review (insert or tear-away) to assess industry needs and its evaluation/perception of the Media Relations Program
- In cooperation with the Yukon's overseas GSAs, develop "Media Contact" procedures and guidelines
- Publish on a semi-annual basis (spring and fall) a "What's Happening" newsletter
- Develop Program presentations for delivery to tourism industry organizations as requested
- Develop and deliver a program to recognize stakeholder contribution and media achievement
- Develop an annual timeline to coordinate, produce, and distribute internal and industry media releases

PERFORMANCE MEASURES:

- Develop and conduct an annual stakeholder assessment survey
- Update "The Travel Media Handbook"
- Produce and distribute on an annual basis "The Media Relations Program Final Report and Evaluation" and "Clipping Book"
- Measure the Yukon's ROI as a participating partner of Gomediacanada promotional initiatives

MARKETING PLAN: MARKETING INITIATIVES – Media and Public Relations

GOAL: Optimize technology and Internet assets

OBJECTIVES:

- Develop an integrated technology base that enhances internal operations and increases access and usage by media and industry stakeholders
- Provide www.writeyukon.com participation opportunities (posting of media releases and tours) for the Yukon tourism industry to increase product and individual operators' exposure to the travel media
- Increase media visitation to the media and consumer Web sites through promotion of the Yukon Photo Library

TACTICS:

- Drive media visitation to the media and consumer Web sites through promotion of the Yukon Photo Library
- Provide links to key stakeholders
- Establish an online Yukon Media Club (members only) complete with message board, product and tour info, and press releases – will also contain our recognition of media
- Promote Web site on communications' materials

PERFORMANCE MEASURES:

- Track number of Web site visits and inquiries by media and industry stakeholders
- Record and fulfill image requests by media to evaluate geographic and market segment travel trends and preferences
- Measure industry participation by number of product releases received and by number of tour seats offered to media
- Production of media database

MARKETING PLAN: MARKETING INITIATIVES – Visitor Information Services

GOAL: The Yukon Visitor Reception Centres (VRCs) will provide visitors with high-quality information about everything there is to see and do in the Yukon

OBJECTIVES:

- Build awareness of the Yukon VRCs as the one-stop-shop for visitor information in the Yukon
- Yukon VRCs will operate as a network of Yukon "Information Specialists"
- Utilize appropriate technology to provide visitors with timely and relevant information
- Explore the feasibility of recommending and selling Yukon Tourism products and services in the VRCs

TACTICS:

- Provide training for VRC staff and other Yukon information "specialists" to improve their knowledge of the Yukon and travel counselling skills
- Direct destination advertising to Yukon Visitor Reception Centres
- Work with community groups and initiatives to bring other activities and functions to the centres
- Consider branding the VRCs as "Visitor Information Centres" to be consistent with global recognition/designation

PERFORMANCE MEASURES:

- Survey visitors to determine service requirements and if Yukon VRCs meet them
- Number of visitors using the VRCs
- Completion of a retail-based feasibility study

GOAL: Encourage visitors to stay longer and spend more in the Yukon

OBJECTIVES:

- Extend the length of stay in the Yukon by at least one day
- Promote activities and attractions in other regions
- Provide information in a manner that encourages sales of tourism products and services

TACTICS:

- Delivery of Stay Another Day information including: OYT Calendar of Events, Arts on Yukon Time, the Yukon Adventure Contest, Stay Another Day Guide and related activities
- Promote the Yukon Gold Passport Program
- Maintain a supply of current promotional materials
- Partner with the private sector to proactively provide current information about their products and services
- Promote Yukon festivals and events

PERFORMANCE MEASURES:

- Visitor Reception Centre survey to measure extended stay or participation in unplanned purchase activity

MARKETING PLAN: MARKETING INITIATIVES – Visitor Information Services

GOAL: Add value to the visitor experience through the Yukon Visitor Reception Centres

OBJECTIVES:

- Maintain a separate theme for each VRC
- Provide educational entertainment and information presentation opportunities

TACTICS:

- Continue to partner with other organizations and agencies (e.g. Parks Canada)
- Develop and implement a visitor feedback form

PERFORMANCE MEASURES:

- Track and report number of value added VRC experiences and attendance numbers and comments
- Consolidate results of visitor comment forms

GOAL: Fulfill visitor inquiries in a timely and cost-effective manner that meets the needs of the consumer

OBJECTIVES:

- Streamline the advertising inquiry fulfillment across print, Web and partnership initiatives
- Provide high-quality travel counsellor services
- Deliver high-quality Yukon information to prospective visitors
- Provide the tourism industry and other partners with high-quality display materials

TACTICS:

- Provide 1-800 number to in-house travel counsellors accessible from North America
- Engage independent contractors to provide fulfillment services
- Provide a Web site that contains timely and updated trip-planning information
- Conduct a Web user survey
- Support consumer and trade show programs

PERFORMANCE MEASURES:

- Number of unique Web site visits and registration for planning information
- Number of information inquiries to in-house 1-800 number
- Testing of service delivery of collateral materials

MARKETING PLAN: PRODUCT DEVELOPMENT

GOAL: Improve the quality of Yukon's tourism products to maximize visitor satisfaction

OBJECTIVES:

- Increase industry knowledge and capacity amongst all Yukon tourism stakeholders
- Provide relevant tourism outreach services to all Yukon tourism stakeholders
- Share and inform industry on best practices, standards and codes of conduct

TACTICS:

- Tourism workshops
- General tourism and business counselling services
- Contribute towards the development of "Yukon made" best practices and codes of conduct

PERFORMANCE MEASURES:

- Deliver at least ten workshops to a variety of tourism stakeholders
- Tourism workshops are well received and being requested by industry
- Track the number of Yukon tourism individuals, operators and other stakeholders that are provided with miscellaneous tourism counselling services by the Department
- Track the level of visitor satisfaction through the Visitor Exit Survey

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GOAL: Grow year-round destination tourism in all regions

OBJECTIVES:

- Provide relevant tourism outreach services to all regions in the Yukon
- Identify "icons" and "anchors" and use them in marketing programs, tourism sector development and regional tourism planning
- Support tourism industry through relevant and timely sustainable regional tourism and land-use planning and land claim implementation issues
- Represent the interests of the tourism industry in government to government forums where industry may not be represented

TACTICS:

- Tourism workshops
- General tourism and business counselling services
- Define the scope and reach consensus of the Anchor Products and Icons Initiative
- Undertake an inventory of Yukon anchor and icon products
- Identify regional inventory of Sustainable Regional Tourism Planning

PERFORMANCE MEASURES:

- Delivery of at least six tourism workshops outside of Whitehorse and in at least four different regions
- Track the number of Yukon tourism individuals, operators and other stakeholders who are provided with miscellaneous tourism counselling services by the Department
- Tourism industry represented in land-use planning and land claims implementation

MARKETING PLAN: PRODUCT DEVELOPMENT

GOAL: Grow products to meet emerging and existing niche market demand

OBJECTIVES:

- Raise awareness of niche market demand, niche trends and niche product development opportunities amongst all Yukon tourism stakeholders
- Contribute towards the development of new tourism products for niche markets

TACTICS:

- Develop niche market module of tourism workshop
- Support interested niche stakeholders through their product development initiatives. These projects to address among other things: training, best practices, codes of conduct, standards and developing and packaging products
- Support YFNTA on variety of First Nations product development initiatives
- Support North 2 Knowledge Tourism Product Club

PERFORMANCE MEASURES:

- Deliver tourism workshops to niche and First Nations tourism stakeholders
- Niche market demand, trends and product development initiatives incorporated into tourism workshop
- Participate in a number of niche product development opportunities
- The number of new niche products being developed

MARKETING PLAN: STRATEGIC INITIATIVES – Yukon Branding Program

GOAL: Clearly define and position the Yukon brand through development and delivery of a Destination Yukon Branding Program

OBJECTIVES:

- Develop a word, phrase and imagery that defines the essence of the Yukon Brand
- Develop and deliver a destination Yukon Branding Program
- Develop stakeholder ownership and stewardship of the Yukon Brand Strategy and Yukon Branding Program

TACTICS:

- Develop a Brand Yukon Communications Strategy (include an education component)
- Develop and implement a Brand Yukon Consultation Plan
- Develop and endorse a brand positioning statement
- Compile an inventory of Brand Assets
- Develop a Brand Reputation Management Protocol
- Develop Brand Guardianship Guidelines

PERFORMANCE MEASURES:

- Development and implementation of the Yukon Branding Program, Communications Strategy, Consultation Plan, Brand Reputation Management Protocol and Brand Guardianship Guidelines
- Number of meetings and consultations conducted with key Yukon stakeholders

MARKETING PLAN: STRATEGIC INITIATIVES – National Tourism Strategy

GOAL: Implement coordinated actions and programs that take into consideration the life cycles of destinations, specific needs of the provinces and territories and Aboriginal peoples

OBJECTIVES:

- Support the tourism industry and its recovery in the short term
- In the longer term, to maintain Canada in the world's top 10 destinations
- Increase annual tourist revenue by 50% above the 2003 level by 2010
- Recognize federal, provincial and territorial perspectives and priorities
- Identify gaps in federal services and programs associated with tourism development in the North
- Examine ways in which we can work together to develop such issues as new research approaches that lead to action and innovation in product development and marketing initiatives
- Conduct research that leads to innovation, competitiveness and action
- Focus product development initiatives that are quality experience focused
- Expand and enhance tourism infrastructure
- Support marketing that fosters effective and dynamic partnerships
- Deliver visitor information services that enhance the quality of travel experiences

TACTICS:

- Initiate a collaborative framework for research purposes
- Develop common federal, provincial and territorial research capacity to identify trends, opportunities and threats
- Develop common decision-making and assessment tools
- Establish a collaborative framework for federal, provincial and territorial tourism product development in partnership with industry
- Establish a federal, provincial and territorial collective policy development and action plan to stimulate sustainability
- Maintain and enhance quality by developing standards, grading systems and quality recognition programs and to find strategies for dependable delivery of tourism products as advertised
- Encourage more involvement with Human Resource Development of Canada from provincial and territorial tourism authorities and work more closely with industry in determining territorial needs assessments
- Undertake research about the return on investment in training employees
- Establish a collaborative framework for federal, provincial and territorial marketing, in partnership with the industry
- Determine targeted geo-markets on the basis of relative return on investment
- Develop strong branding strategy based on key products and which recognizes national, provincial, and territorial perspectives
- Establish a federal, provincial and territorial visitor information services committee that will report to the council of tourism ministers

PERFORMANCE MEASURES:

- Completion, implementation and Yukon participation in the National Tourism Strategy

MARKETING PLAN: STRATEGIC INITIATIVES – Air Access

GOAL: Strive to maintain and enhance inbound and outbound air services that meet Yukon market demand

OBJECTIVES:

- Maintain a working relationship with all air carriers that service the Yukon market to maintain a competitive environment, maximize loads, enhance and maintain connectivity
- Explore new air service opportunities

TACTICS:

International

- Ongoing communication with Condor through German GSA to maintain charter service from Frankfurt
- Continue to work with Air Canada and other carriers to enhance air access and connectivity from Germany and Japan
- Promote air access awareness including access and connectivity to Yukon from Alberta and Vancouver gateways to the travel trade including tour operators, wholesalers and agents

Domestic

- Work with Zip and Air North to improve connectivity to international and long-haul domestic flights arriving in Vancouver, Edmonton and Calgary (i.e. Air North and Air Canada have used their existing interline relationship to enhance connections to the Yukon from overseas markets of Japan and Germany)

Partnerships

- Co-operative marketing initiatives with air carrier partners including Air Canada, Condor, Zip and Air North
- Maintain media and trade fare programs with Air Canada and Air North

Travel Trade

- Deliver a program and tools to the travel trade that enhances awareness of air service to the Yukon and facilitates booking with Zip and Air North

PERFORMANCE MEASURES:

- Number of air arrivals – domestic and international. Increase air arrivals proportional to the increase in travel in the Yukon (2% in 2004/05).
- New air access or enhanced connectivity
- Number of media and trade fare tickets utilized

MARKETING PLAN: STRATEGIC INITIATIVES – Customer Relationship Marketing

GOAL: Develop a customer relationship marketing program that responds to the lifestyle expectations of potential Yukon visitors

OBJECTIVES:

- To provide high-quality, timely and relevant information in response to visitor inquiries
- Work with travel trade, research and visitor information services to integrate CRM into all programs

TACTICS:

- Conduct research to acquire more in-depth knowledge of consumer perceptions, behaviours and travel patterns in our key markets
- Build and implement a high-quality visitor inquiry database

PERFORMANCE MEASURES:

- Development of a visitor inquiry database
- Integration of CRM into marketing programs

MARKETING PLAN: RESEARCH

GOAL: Raise the level of industry awareness of available research information and educate them regarding its value and potential uses

OBJECTIVES:

- Ensure that entrepreneurs have ready access to information they need to make informed business decisions
- Ensure that entrepreneurs understand the data and are able to use it in their business planning

TACTICS:

- In partnership with industry, updates through quarterly status reports, advertising, the Tourism Industry Resource Centre and its Web site tirc.gov.yk.ca, various publications and workshops to impart this information to industry
- Enhance the profile, investment, scope of information and Web site tracking on the tirc.com Web site (install webtrends)

PERFORMANCE MEASURES:

- Quarterly status reports
- Number of research inquiries
- Workshops delivered
- Web site tracking
- Launch enhanced tirc.com Web site by TIAY fall conference

GOAL : Provide industry and government with relevant, accurate, timely information

OBJECTIVES:

- To ensure that policy, planning and business decisions are made based on current, reliable data
- Ensure that government and the tourism industry are able to measure and track, over time, industry's performance

TACTICS:

- Ensure that research projects conducted or managed by the department are based on sound, scientific research methodology
- Ensure that information provided to industry from other sources is based on similar criteria
- Ensure that research projects conducted or managed by the department are carried out in an expeditious manner and that the results are provided to industry immediately upon completion of the work

PERFORMANCE MEASURES:

- Number of research projects which use sound, scientific methodology
- Number of research projects which are carried out on time and on budget

MARKETING PLAN: RESEARCH

GOAL : Ensure that government and industry's promotional efforts are efficient and effective

OBJECTIVES:

- Provide government and industry with information they need to make informed marketing decisions regarding design elements, ad placement, consumer show attendance, response mechanisms (e.g. 1-800 number, Web, email, etc.)

TACTICS:

- Adopt an objective, practical method to measure the performance of government and industry's promotional efforts, which is consistently applied to all major campaigns (Refer to "Performance Measurement Framework" presented on pps. 26 & 27 of the Draft Tourism Marketing 2004 Strategic Plan)
- Conduct appropriate research projects and provide the results to decision makers

PERFORMANCE MEASURES:

- Number of promotional initiatives to which the Performance Measurement Framework* has been applied

PERFORMANCE MEASUREMENT FRAMEWORK

It is critical that the Marketing Branch embraces and entrenches a consistent performance measurement process to evaluate the success of its marketing programs. This framework would be applied to all programs, where practical (i.e. the cost to measure does not exceed delivery costs).

The method will vary with the program design. In some cases, there will be a direct relationship between an advertisement and a potential Yukon visitor, which can be measured by the number of inquiries the advertisement generated. In other instances, the relationship may be indirect between the Department's general sales agents overseas and a Yukon visitor, which will need to be evaluated in another manner such as operator/travel trade generated statistics or interviews.

Programs must have clearly defined, practical objectives, which can be measured. The program must reflect these objectives and detail the appropriate research method for evaluation, the associated funds committed for the research, the responsibilities of parties involved and their commitment to meet these obligations.

Results will be evaluated to determine if the program, or its elements, will be repeated, modified, or discontinued.

GOAL: Ensure that Yukon's tourism products evolve to meet market demand

OBJECTIVES:

- Provide industry with accurate, current market intelligence to enable entrepreneurs to capitalize on new tourism opportunities
- Provide government with current market intelligence to enable it to counsel operators and design and implement programs which support industry development

TACTICS:

- Maintain ongoing dialogue with Yukon's travel trade regarding market trends and demands
- Monitor market intelligence generated by key research partners (e.g. CTC, ATIA, Conference Board of Canada, Canadian Tourism Research Institute and others) to identify relevant Yukon information
- Partner with industry/federal/provincial/territorial research agencies to conduct potential market research
- Analyze Yukon-specific primary and secondary research to identify market trends/opportunities

MARKETING PLAN: RESEARCH

PERFORMANCE MEASURES:

- Frequency and timeliness of travel trade intelligence received
- Frequency and timeliness of intelligence gathered from "outside" sources
- Frequency and timeliness of partnered research projects

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